

STANDARDS of EXCELLENCE



The **Standards of Excellence** are a set of performance and quality goals for permanent supportive housing programs, emergency shelters, and outreach programs. They are a list of the most critical outcomes necessary to effectively reduce and end homelessness, and are a set of best practices that service providers should aspire to.



Why do we need Standards?

Concrete, consistent standards are critical to ensuring we are focusing our efforts and resources in the most effective ways possible. In a reality where already limited funding and resources are being cut from every direction, we need to think smarter about our current strategies and investments in the community, and to push forward solutions that help us move away from “managing” homelessness and towards ending homelessness.



What do the Standards do for us?

The Standards of Excellence are a framework for recognizing those who are “moving the needle” in ending homelessness. They will make it easier for funders to more consistently identify and reward those that truly do good work. They can help reduce the complexity of performance reports and requests for proposals. They will help us identify areas in which we can do better as a community, and they will help our community set real goals towards ending homelessness.



How were the Standards created?

The Standards of Excellence were first proposed by the Business Leaders Task Force in 2011. There was a strong desire to create a “LEEDs”-like certification process for homeless service providers, in which the performance of agencies that most effectively serve the homeless could be more easily identified. Home For Good collaborated with thought leaders in the community to push the efforts forward, including the Corporation for Supportive Housing (CSH), Shelter Partnership, Center for Urban Community Services (CUCS), and Housing Innovations. Under Home For Good’s guidance, these groups researched national best practices, looked at local performance goals, and organized service provider work groups to develop standards from the perspective of those who know the work the best.

What’s next?



A steering committee has been formed to finalize the tools and process by which the Standards will be implemented, with the goal of fully launching the Standards in Spring of 2014. In preparation for that launch, Capacity-building technical assistance and training sessions will be offered throughout the year, based on community feedback about the aspects of performance and service provision that have proven to be most challenging. Home For Good is committed to not only recognizing those that are successfully working to end homelessness, but to ensuring that those who face challenges are given the skills and tools necessary to achieve the Standards as well.

Standards for Outreach Programs

Performance Goals and Indicators



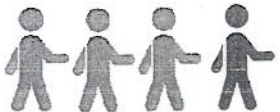
Engagement: Total persons engaged, engagements made, # of unique engagements



Targeting: 75% of engagements are with the chronically homeless



Services: 35% of those engaged receive condition-specific services (e.g., mental health, substance use, physical health, case management) from outreach team or via linked provider



Successful Placements: Of those who exit the program, 75% are placed into successful destinations



Program Placements: Of those who exit the program, 65% are placed into an emergency shelter, transitional housing program, safe haven, or permanent housing.



Housing Placements: Of those who exit the program, 25% are placed into permanent housing.



Effective Partnerships: Of those who exit to permanent housing, 90% continue to retain housing for at least 6 months, and 85% continue to retain housing for at least 12 months.

Operating Standards

☒ **Personnel:** Send teams of 2 or more, 18 or older.

☒ **Qualifications:** Train on (at minimum) core values, physical & health safety (at minimum bloodborne pathogens), boundaries, ethical guidelines, triaging, mental health & substance abuse symptoms, and housing assessment.

☒ **Self-Care:** Policies are in place to ensure outreach staff maintain physical & mental well-being.

☒ **Availability:** Outreach occurs beyond M-F, 9-5.

☒ **Services:** Offer referrals, services, & housing, including at minimum access to shelter beds, IDs, physical & mental health care & substance use treatment, benefits assistance, based on what the client wants without prerequisites (such as sobriety, program completion, or medication-compliance).

☒ **Coordination:** Coordinate & collaborate with Continuum-coordinated entry systems and community partners, including other outreach programs, service providers & housing providers.

☒ **Compliance:** Provider is not on any Continuum of Care probation list.

ASSEMBLY BILL 639
The Veterans Housing and Homeless Prevention Act
INTRODUCED 02/19/2013

SUMMARY

AB 639 proposes the Veterans Housing and Homeless Prevention Act (Act) to restructure \$600 million of the existing Proposition 12 bond to construct and rehabilitate multifamily veterans' housing that is affordable and supportive.

In particular, the Act will focus on veterans that are at risk for homelessness or are homeless and in need of services such as mental health counseling, substance abuse treatment, job training, and/or struggling with unemployment.

AB 639 will provide California's voters the opportunity to repurpose funds in the Veterans' Bond Act of 2008 (Proposition 12 funded a program that enabled veterans to purchase single family homes) to better respond to the housing needs and changing demographics of the current California veteran population.

The Act will expand on proven and cost-effective housing and service models that will reduce veterans' homelessness, leverage public and private dollars, and decrease other public costs (e.g. health care and incarceration expenditures).

By carefully restructuring the existing bond program with voter approval, California will retain half a billion dollars for the original purposes of the Veterans'

Bond Act - single family home and farm ownership - and will also make funding available for multifamily housing for veterans and their families.

The Veterans Housing and Homeless Prevention Act will place California at the forefront of our nation's efforts to end veterans' homelessness by 2015.

EXISTING LAW

Five years ago, Californians overwhelmingly affirmed their gratitude to our veterans by approving Proposition 12, a \$900 million general obligation bond intended to help veterans purchase single family homes, farms, and mobile homes through the CalVet Farm and Home Loan Program.

Since its passage in 2008, the full \$900 million remains unspent from Proposition 12 as does over half of the funds from Proposition 32 which was approved by voters in 2000. Both of these bonds were approved by the voters to provide funding for the CalVet Farm and Home Loan Program.

In sum, over a billion dollars in voter approved general obligation bond authority for veterans housing has accumulated since 2000; however, this funding is restricted to single family homes while, at the same time, the need by veterans for multifamily housing and supportive housing has greatly increased.

BACKGROUND

California is home to almost 2 million veterans – more than any other state in the nation – and with the winding down of the wars in Iraq and Afghanistan, an unprecedented number of California veterans will return to our communities, many in need of housing, employment, mental health and drug treatment, and physical rehabilitation.

Unfortunately, California also leads the nation in the number of homeless veterans -- roughly 25 percent of the nation's homeless veterans live in California, approximately 19,000 veterans.

According to the California Research Bureau (CRB), Los Angeles is the #1 in terms of the number of homeless veterans followed by the San Diego region at #3, and the San Francisco Bay Area at #9.

With their higher rates of post-traumatic stress disorder, substance abuse, and unemployment as well as the higher incidence of sexual trauma experienced by our female veterans, the current homeless veteran, all too often cycles in and out of our jails, hospitals, and treatment programs – disproportionately drawing down services without receiving the proper support to stabilize their lives.

Providing supportive housing opportunities for our veterans will help to reduce the number homeless veterans but also decrease the costs to government in other areas.

For example, in 2009, the Economic Roundtable did a study which compared the public costs for individuals in

supportive housing compared to similar individuals who were homeless. The study concluded the following:

“The typical public cost for residents in supportive housing is \$605 a month. The typical public cost for similar homeless persons is \$2,897, five-times greater than their counterparts that are housed. The stabilizing effect of housing plus supportive care is demonstrated by a 79% reduction in public costs for these residents. Public costs go down when individuals are no longer homeless.”

PREVIOUS LEGISLATION

Senate Bill 1572, 2008

SPONSOR

California Association of Veterans
Services Agencies
Corporation for Supportive Housing

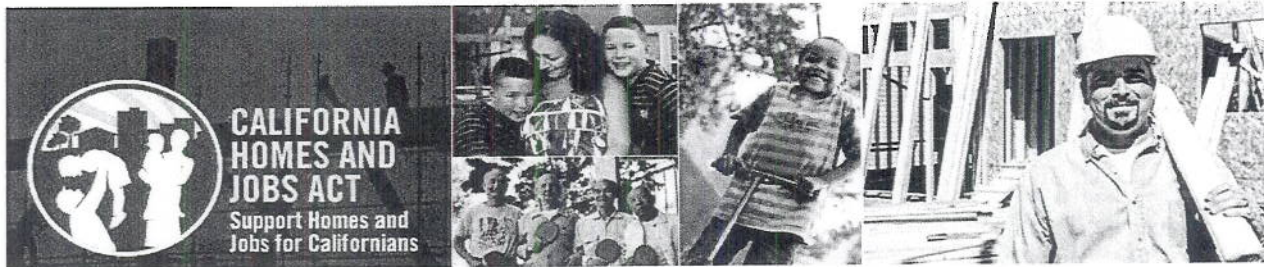
SUPPORT

OPPOSITION

BILL HISTORY

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**Support the California Homes and Jobs Act of 2013:
Spur job creation, boost California's business competitiveness,
and build affordable homes for Californians**

Everyone in California needs a safe and affordable place to call home. Rents and mortgages within the reach of working families are critical to maintaining California's business competitiveness. **Let's get California building again.**

The California Homes and Jobs Act of 2013 will:

- ✓ Create 29,000 jobs annually, primarily in the beleaguered construction sector.
- ✓ Help businesses attract and retain the talent that fuels California's economy.
- ✓ Generate an estimated \$500 million in state investment and leverage an additional \$2.78 billion in federal and local funding and bank loans to build affordable homes and create jobs.
- ✓ Deploy these dollars in California communities through a successful private/public partnership model.
- ✓ Get California building again to create affordable home options for all Californians.

The Housing Crisis Isn't Over for Many Californians

For U.S. military veterans, former foster youth, families with children, people with disabilities, seniors on fixed incomes, and other vulnerable Californians, the housing crisis isn't over. In fact, millions of Californians are caught in the "perfect storm" — mortgages remain out of reach, credit standards have tightened, and the foreclosure crisis has pushed more people into a rental market already suffering from decades of short supply — leading to record-setting rent increases. The most vulnerable, who struggled to make rent before the foreclosure crisis, face even more uncertainty in today's rental market. They risk joining the 130,000+ Californians who are homeless on any given night.

Building Affordable Homes Is a Business Imperative for California

Business groups including the Los Angeles Chamber of Commerce, Orange County Business Council and the Silicon Valley Leadership Group say California needs to increase the supply of housing options affordable to workers, so companies can compete for the talent that drives California's economy.

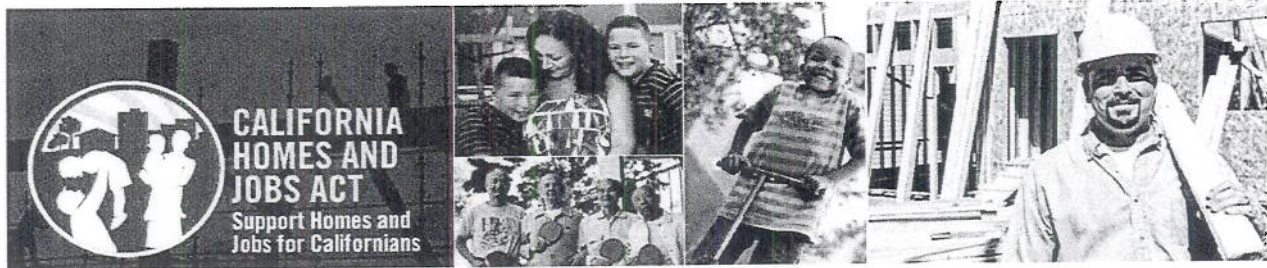
By working together to pass the California Homes and Jobs Act of 2013 we can:

- **Build safe and affordable single-family homes and apartments for Californians in need, including families, seniors, veterans, people with disabilities, and people experiencing homelessness.** A safe, secure home is essential for all Californians to live with dignity and safety; it is essential for children to succeed in school and in life.

Visit us online: www.californiahomesandjobsact.org

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Updated: February 9, 2013



- **Put Californians back to work.** The California Homes and Jobs Act will put tens of thousands of construction workers back on the job annually so they can provide for their families and boost local economies.
- **Unlock billions in federal, local, and private funds to build homes and create jobs.** The California Homes and Jobs Act would place a small fee on the recordation of real estate related documents — *excluding* home sales — raising \$500 million annually for state investment in affordable home production and leveraging an additional \$2.78 billion in federal, local, and bank investment in homes and jobs for Californians.
- **Help California's budget live within its means.** The California Homes and Jobs Act is a renewable funding source that helps the state live within its means, increasing California's supply of affordable homes, creating jobs, and spurring economic growth without incurring additional debt.
- **Build on California's proven track record of public/private investment in affordable homes.** Since 2002, state investment through general obligation bonds has built more than 174,000 affordable apartments, for-sale homes, supportive housing apartments, and shelters through successful programs that (1) build apartments affordable to seniors, people with severe disabilities, hardworking families with children, and others (Multifamily Housing Program); (2) assist households on modest budgets in becoming homeowners (CalHOME); and (3) provide stable homes for battered women, homeless mentally ill people, veterans, seniors, and others without a place to live (Multifamily Housing Program-Supportive Housing and Emergency Housing and Assistance Program), and others.

Action Needed Now

With funds from the successful state housing bonds Props. 46 and 1C running dry and the complete elimination of redevelopment, the availability of state dollars that leverage federal and local funds and private investment is the lowest it has been in years. This threatens housing production and the jobs that go with it. Failure to act now will leave millions without an affordable place to call home and make it incredibly difficult for California business to remain competitive.

HOME FOR GOOD LAUNCHES PILOT PROJECT IN SKID ROW

Earlier this month, Home For Good launched the Skid Row Coordinated Entry Pilot! Skid Row has long been known for its large homeless population. In 2011, this number totaled more than 4,000 individuals living on the streets and in shelters. For years, our homeless services system has struggled to find the best way to utilize resources to address the needs of our most vulnerable. Skid Row's Coordinated Entry Pilot will focus on creating a comprehensive system to quickly and effectively match homeless individuals in Skid Row to housing and services.



Christine Marge, Director of Housing Stability at United Way of Greater LA, helps launch the CES pilot at Lamp Community in Skid Row.

Many communities across the country have already created Coordinated Entry Systems (CESs) to dramatically increase the efficiency of efforts to find, house, and support homeless individuals. The promise of such systems, in terms of improved targeting and outcomes, are so dramatic that HUD has asked all Continuums of Care (CoC) to create and implement their own CES.

Recently, key policy makers and funders within Los Angeles' CoC, including LAHSA, HACLA, DMH, DHS, CSH, and United Way of Greater Los Angeles, came together to start developing a CES for LA County. Their objective is to work closely with providers to create a system that can maximize resources and better serve our homeless neighbors. In order to facilitate the process, Home For Good is working closely with Community Solutions and has hired the Rapid Results Institute (RRI) to lead community engagement efforts.

The RRI is a non-profit consulting firm which works with groups of stakeholders to quickly and collaboratively design complex systems. The institute uses a model that challenges communities to think outside the box and create lasting systems change within 100 days. In Skid Row, the RRI will be working with front line staff from Skid Row providers including – Downtown Mental Health, Downtown Women's Center, Exodus Recovery, Homeless Health Care LA, Lamp Community, LA Christian Health Centers, LA Mission, SHARE!, Skid Row Housing Trust, SRO Housing Corporation, St. Vincent DePaul, the Veterans Administration, and Weingart Center Association – to create a draft CES. Under the RRI model, staff will be given the opportunity to innovate as they lead the design and implementation of the project. Conversely, senior managers and policy makers will be tasked with scaling up lessons learned.

Over the next 100 days, the pilot project will create a draft CES that will focus on matching chronically homeless single adults with the most appropriate Permanent Supportive Housing (PSH) units. This system will later be expanded to include all homeless individuals, chronic and non-chronic, and housing models and services beyond PSH. Among other elements, the pilot will focus on ensuring comprehensive outreach in Skid Row, creating a uniformed assessment tool, tracking available housing stock in real-time, and developing a system of prioritization.

The Skid Row Coordinated Entry Pilot presents an opportunity for community members and local nonprofits to inform the Countywide CES and create a system that best meets the needs of our homeless neighbors. We look forward to seeing what the Skid Row community creates in the next 100 days!